

FIVE-YEAR

STRATEGIC PLAN | FY21-FY25



EXECUTIVE SUMMARY

In 2024, the Miller Center at the University of Virginia will mark its 50th anniversary. We do so at a time where our work is more needed than at any time since the Miller Center's founding.

Our priorities in the coming five years will help us prepare for our second half-century. In the Center's first five decades, its scholars, staff and volunteers have excelled in producing rigorous scholarship to policy makers and the public, with unique and unsurpassed expertise on the American presidency. This strategic plan aligns the Center with the University of Virginia's Great and Good 2030 Strategic Plan. Like partners across the University, we aspire to be both great and good.

MILLER CENTER ON UVA PRIORITIES

Community	Discovery	Service
Support exceptionally talented students > Schaeffer Intern Fellowship > Anselmi Intern Fellowship	Recruit and retain faculty > Endow Professorships in Presidential Studies > Endow Democracy Professorship	UVA leading place on democracy > Democracy co-director > Support public mission
Student Experience > Exploration of teaching "art of democratic statecraft" (Zelikow) > internships; research assistance > Partnerships with IRO, Jefferson Debating Society, Cav Daily, WUVA	Enable Discoveries > Research in presidential decision-making (oral history and recordings) > Democracy Initiative research (democratic statecraft)	Prepare students for public service > Internships > Art of Statecraft
Residential Communities > Partnership with Hereford College	Open Grounds/Emmett-Ivy > Institute of Democracy	Good neighbor > Public events in Cville > Downtown engagement

We seek to be great as the preeminent institution for the study of the American presidency, public policy, and political history. That includes collecting and selecting exceptional scholarship on the broader challenges facing democracies at home and abroad, and in connecting those two streams of scholarship with policy makers and the public.

We seek to be good to our people and our legacy. We seek to manage ourselves by living organizational values that emphasize the importance of our faculty and staff and that steward our core institutional resources.

OUR WORK IS
MORE NEEDED
 THAN AT ANY TIME SINCE THE
 MILLER CENTER'S FOUNDING.

STRATEGIC OBJECTIVES

At the Miller Center, we strive to illuminate presidential and political history accurately and fairly and to provide America's leaders and citizens with unbiased insights, especially on the presidency, that advance democratic institutions and the public good.

Our core scholarship programs—the Presidential Oral History Program and the Presidential Recordings Program—have established our reputation and ground us as an organization. They continue to set standards for their fields. Our full-time faculty, faculty senior fellows, practitioner senior fellows and joint appointments with other departments have each extended our breadth in scholarship and reach in audience. We will continue to rely on these relationships to grow the footprint of the Center.

To fulfill our mission, the Center hosts public forums, lectures, and discussions among scholars, journalists, policy practitioners, students, and citizens. To engage with those who cannot attend Miller Center events in person, we share our unique content through numerous multimedia channels.

Our faculty and staff live the values of our organization, grounded in excellence and respect. That includes stewardship of our resources through careful planning and oversight, engaged Governing Council members, and a strong fundraising team. With a sound financial organization, the Center can support inspiring ideas and new strategic efforts. A priority will be working within the University system to best benefit the Center and operate as the public-facing unit of UVA. The Democracy Initiative and Institute of Democracy provide great opportunities to support both scholarship and public outreach and we will continue to identify public service programs that fall within the scope of our work.

WE STRIVE TO ILLUMINATE PRESIDENTIAL AND POLITICAL HISTORY
ACCURATELY AND FAIRLY
AND TO PROVIDE AMERICA'S LEADERS AND CITIZENS WITH
UNBIASED INSIGHTS, . . .
THAT ADVANCE DEMOCRATIC INSTITUTIONS AND THE
PUBLIC GOOD.

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THE PRESIDENCY— AND OUR DEMOCRACY— AT A CROSSROADS

The American presidency—and our democracy—face major choices in coming years. Policy makers and the engaged public increasingly want a deeper understanding of the U.S. presidency as an institution, reinforcing the Miller Center's importance during its second half-century.

- Do we want a stronger and more empowered presidency amidst political divisions, or a presidency that shares power with other elected officials?
- Do we need reform to make democracy succeed?
- Do we want more expansive definitions of national interest and national identity?

The Center opened its doors in 1974. America remained divided at home about foreign and domestic affairs. The president of the United States resigned that August amidst an impeachment investigation. The nation remained divided over a decade-long war in Vietnam. Global tensions with Russia and China raised questions about America's role as the leading market democracy in the world. At home, Americans debated jobs, inflation, equal rights for minorities and women.

This strategic plan will take us through 2024, our fiftieth anniversary. In the last 45 years, we have studied deeply every presidency since our founding, as well as the three who preceded them. More broadly, our broader bench of scholars and staff have studied the presidency since the nation's founding and have built a set of online resources that are the most extensive in the world.

Our scholars have demonstrated, through their research, that the American presidency is both stronger than ever in its history, but also subject to even more intense partisanship. That poses real challenges for the office, as well as for our democracy.

We look ahead to our second half-century with the American economy at its most productive and robust performance ever, and the Cold War threat of nuclear war gone. And yet unprecedented prosperity is threatened by deep divisions at home and abroad. The nation has completed a presidential impeachment—the third in under five decades, and a political process that reinforced our divisions.

We seem deeply divided as a nation on a series of challenges at home—from health care, to persistent obstacles to economic equity and opportunity, to deep racial and ethnic divisions, to a fractured media environment.

We also have been at war for nearly 20 years—with unresolved debates about Congress’s role in our war-making. That development raises both constitutional and policy questions. The Constitution’s framers envisioned shared war-making powers that seem eroded. And while our alliances with democratic partners remain intact, our ongoing wars and the return of rivalry with Russia and China seem to have splintered a public consensus on our role in the world. That has been aggravated by a long list of global challenges which remain controversial at home, including migration, pandemics, nuclear proliferation, and climate change.

The Miller Center alone, of course, cannot answer these challenges. But our scholars and staff can continue to live up to our founding mission. Working with talented faculty across UVA and our network of practitioners, the Miller Center can inspire our nation’s leaders and citizens to make our democracy work for all Americans.

This plan lays out how we will advance our core research agenda and aim toward these higher goals.

MAKE OUR DEMOCRACY
WORK
FOR ALL AMERICANS

MISSION, VISION, VALUES, GOALS

MILLER CENTER MISSION

To contribute to the solution of major national problems through comprehensive and intensive research, with a special emphasis on bringing that research to policy makers and the public.

- As part of the ongoing educational mission of the University, we host public forums that connect scholars, policy makers, recognized authorities, and students for nonpartisan civil discourse.

MILLER CENTER VISION

To inspire America's current and future leaders with nonpartisan insights, especially on the presidency, that advance democratic institutions and the public good.

- We will maintain a focus on the exceptional presidential scholarship that is the essence of the Center.
- We will contribute intellectually to University-wide initiatives on democracy and public service.
- We will serve our scholars and wider the University community as the leading partner in public engagement and active citizenship.

THE MILLER CENTER IS A SUPPORTIVE COMMUNITY,
GROUNDED IN DIVERSE PERSPECTIVES. WE VALUE
**SCHOLARLY EXCELLENCE,
CIVIL DISCOURSE, AND
RESPECTFUL CONDUCT.**

MILLER CENTER VALUES

The Miller Center is a supportive community, grounded in diverse perspectives. We value scholarly excellence, civil discourse, and respectful conduct.

Scholarly Excellence: We value rigorous scholarship focused on the presidency, political history, and issues of pressing national concern. This work is grounded in evidence-based research and academic freedom. We question simple, easy truths, without fear of or favor toward any political party, leader, or donor.

Diverse Perspectives: We rely on a range of research traditions, subjects of study, and political philosophies. We honor a range of opinions, based in respect for others. We aspire to build a workplace that is inclusive of individuals with varied backgrounds and diverse experiences.

Purposeful Engagement: We convene scholars, practitioners, and the public to foster vigorous debate, focused on scholarly inquiry and constructive response. We are willing to have difficult discussions, grounded in our shared humanity, educating and inspiring today's and tomorrow's leaders and global citizens.

Responsible Stewardship: We believe in service to our nation, to our community, and to one another. In these efforts, we are mindful that we have precious intellectual, financial, and human resources that we must carefully steward.

Supportive Community: We recognize the time, talent, and perspectives of our colleagues. We support each other in our work and lives, understand each other's contributions, and seek to establish relationships based on appreciation, collaboration, and clear communication with positive intent.

Respectful Conduct: We insist on a workplace in which integrity and accountability are cultivated every day. We strive to establish clear expectations and courageously follow through on our commitments.

STRATEGIC GOALS

First: Be GREAT in the priorities we pursue by leading the scholarly study of the presidency, by maximizing UVA collaboration, and by striving for purposeful engagement.

- a. Remain the leading nonpartisan public center for the scholarly study of the U.S. presidency. By supporting and promoting our cutting-edge research, we will continue to lead in asking the big questions facing the presidency. It begins with our signature programs, such as Presidential Oral History and Presidential Recordings, and extends to special supporting activities, such as our Presidential Ideas Festival, distinctive research agenda and conference series, and documentary film series.
- b. Serve as the essential applied democracy partner for the University of Virginia. We will continue to support the work of the broad range of chairs, faculty fellows, and practitioner fellows, both on democracy and extensive public policy issues, as we have done since our founding. Our signature new contribution to engaging students and faculty to advance democracy at UVA will be the Democracy Initiative, an interdisciplinary effort that we colead with the College of Arts & Sciences, focusing our efforts on public engagement and policy. We will support the codirector of this Initiative and relevant student activities, as a signature thought-leader on applied democracy. We also will work with the University to design and implement an Institute of Democracy.
- c. Be seen as the national model for engaging a diverse and civil discourse. At a time of intense political polarization, the Center represents nonpartisan discourse by being the home for civil conversations via events and conferences. Our unique ability to convene diverse views on a range of scales—from intimate to grand—and to leverage the networks we have built since the Center's founding, enables us to position the Center to be a resource to the entire University.

**ADVANCING
DEMOCRACY**
AT UVA

Second: Do GOOD by achieving our priorities in a supportive environment that inspires us to be excellent and operationally sound.

- d. Be an engaging place for every Center employee to work, to enable us to recruit and retain top-quality scholars, fellows, and staff and achieve scholarly and public impact. We will cultivate the Center's values in all the choices we make by striving to be a workplace where each employee finds meaning and feels respected. We are a diverse group with a range of backgrounds and skills. We prioritize relationships, work to strengthen processes, and are committed to living our values. We are committed to a culture of transparency and support, encouraging and recognizing excellence in all that we do.
- e. Maintain future financial sustainability through the development of multiple, consistent sources of funding and deploying our resources carefully and in line with the mission and strategic goals of the Center. The Center is financially sound and will remain that way by focusing on a balanced budget, making informed choices about the investment of time and resources, staying committed to an engaged relationship with the Governing Council, and investing in fundraising capabilities—in general, by instilling and maintaining an ethos of fiscal responsibility. With discipline, resources will grow, allowing the Center to invest in new, meaningful, and impactful projects.

PRESIDENTIAL STUDIES

In the coming five years, we aim to increase the impact of the Center's scholarly and public affairs programs by promoting our scholars and their research, both individually and collectively. Within each part of Presidential Studies—Oral History, Presidential Recordings, the American President website, and the applied research agenda we call “Presidency at a Crossroads”—our goal is to produce the highest quality work that meets both our scholarly and our public-facing mission.

Because the study of the presidency is the essence of what the Center does, we have identified areas in which Presidential Studies supports our strategic goals.

As the nation's leading research institute on the presidency, we do not simply create archives of past presidencies, but curate lessons of history to address future critical questions likely to face the office and the nation. All Miller Center faculty have important contributions to make in this regard and have devised a research agenda that explores key questions related to the presidency and the Constitution, the presidency and policy, and the presidency and the people.

First, we study the presidency. This includes the president and extends to the broader functioning of the executive branch its powers in relation to the other two branches, to policy, and to the public. Because the presidency is a singular office, the president's personal involvement has a unique and important role within our research agenda.

Our study of the office of the presidency—as well as its occupant— focuses on the presidency's role in our constitutional system; the process of conceiving and executing public policy; and how the presidency relates to and helps shape the American people.

Our current research agenda is titled “Presidency at a Crossroads.” The presidency is in a position to make major decisions that can realign our constitutional order; reframe major domestic and foreign policy architectures; and reimagine what it means to be an American citizen and/or resident. Learning from the lessons of American presidential history—what has and has not worked—can be of value to current and future policy makers and to the public.

**CURATING
LESSONS
OF HISTORY**

PRESIDENCY AT A CROSSROADS RESEARCH AGENDA

Because of the breadth of topics that cross the president's desk, the Miller Center's scholarship is broad-reaching. Our faculty in the Presidential Oral History Program and Presidential Recordings Program have expertise ranging from first ladies to Vietnam, and our affiliated faculty and senior fellows' capabilities range from U.S. constitutional law to China.

A SAMPLING OF QUESTIONS FROM OUR RESEARCH AGENDA

The presidency and constitutional power

- How can 21st-century presidents lead a system designed almost 250 years ago?
- What leadership traits best serve an American president as both chief executive and ceremonial head of state?
- What are the strengths and weaknesses of our democratic institutions in the modern age?

The presidency and policy making

- How should presidents decide when and how to wage wars—and when to end them?
- What are the lessons from the private sector for a president operating in a global economy?
- What are the lessons learned from the Affordable Care Act? What remains to be done?
- Is domestic policy more effectively made in the White House, Congress, or state government?

The presidency and the people

- How can presidents bridge regional, racial, and religious differences to promote diversity in a pluralistic nation?
- What is the role of traditional and new media in communicating about or from the presidency?
- Does an overexposed presidency decrease the power of the bully pulpit?

PRESIDENTIAL ORAL HISTORY PROGRAM

Over the next five years, we will complete and work to unveil the unprecedented interviews with President Bill Clinton; support books on the President George W. Bush project (released November 2019); make significant progress in the President Barack Obama project; begin a Secretary of State Hillary Clinton project; and continue initial interviews and planning for a comprehensive President Donald Trump project.

Core oral history design

Responding to a 2014 academic review led by Stanford's David Kennedy, we now incorporate video in our interviews, as unobtrusively as possible. We have clustered the Obama interviews around thematic areas (e.g., 2008–09 financial crisis), allowing for the study of decision making and leadership while enabling easy identification of lessons learned. We will continue to utilize our traditional intensive single interviewee model when most appropriate, which allows us to consider how one decision connects to and is affected by another. We will also make interviewees available for public and donor-focused events, and when most efficient for time or theme, conduct group interviews.

Funding model

Several of our oral history efforts were done in close partnerships with the libraries and foundations of former presidents. We are returning, however, to a model of operating independently from such formal partnerships. That approach brings independence from these foundations, leaving to the Center's faculty and staff the hard work of recruiting former officials to contribute their reflections. As with the core oral history design, we are working to be creative and flexible in considering ongoing funding models for the program. We will seek endowment support to sustain the long-term stability of oral history at the Center, as well as support for specific projects. We recognize a blended model is most likely in most cases.

Staffing

We regularly evaluate how our scholars balance their responsibilities—both for themselves and for the Center. They must be focused on studying each administration, while also scheduling, preparing for, and conducting the oral history interviews themselves. In addition to being confidential interviewers, these scholars are public intellectuals. That is, we want them to engage in public presentations of the lessons of history. That requires regular research leaves for faculty to complete book-length projects. We also ask them to serve within the Center and the University in a number of roles. Financially and operationally, that poses some challenges. Our scholars typically are funded by the oral history projects themselves. Those project budgets do not generally factor in the other dimensions of the scholars' work. We use endowment and unrestricted support for those efforts, which we endeavor to grow over the coming five years.

As we conduct oral histories for President Clinton, President Obama, and President Trump, we may need to provide supplemental staffing as our workload expands. We have built a high-quality team of researchers, editors, and administrators who provide us with consistency and continuity across projects, while making the Center an engaging place for them to work.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING DELIVERABLES FOR ORAL HISTORY:

- Over the five years: traditional, intensive single interviewee model, supplemented by video
- Over the five years: blended funding model
- Over the five years: flexible staffing to scale with projects

PRESIDENTIAL RECORDINGS PROGRAM

As the Presidential Recordings Program (PRP) considers its projects and strategy for the next five years, we recognize the value of seeking insights from history when considering our present-day challenges. PRP scholars balance time between original transcription and published research, and consider opportunities to communicate with larger audiences through public events, private lectures, media platforms, and educational networks.

Research focus: Chronological and thematic

Collectively, the transcription, publication, analytical, and outreach activities enhance our mission to make these unique resources more widely known, more frequently used, and more relevant to contemporary discussions. Our most important choices involve the prioritization of means and ends.

Funding opportunities and scholarly interests have long shaped our decisions to pursue chronological and thematic transcription projects, often concurrently. We embrace both approaches for the insights they provide. Chronological transcription allows us to see the context and connectedness of a range of issues; a thematic approach allows us to explore the evolution of policy.

Our plan for *chronological* transcription is to polish the remaining corpus of Lyndon Johnson tapes for 1964 and the first quarter of 1965 and to continue work on the most significant tapes from the Richard Nixon collection for 1972. Both of these collections are historically significant and chart critical years in each presidency.

We also plan to continue our *thematic* work on the Kennedy and Johnson presidencies. Building on the original Johnson collections on civil rights, Vietnam, and the War on Poverty that UVA Press released digitally in 2010, we will publish transcripts of the remaining Johnson recordings on Vietnam and the War on Poverty; we completed our publication of Johnson's civil rights tapes in 2018. Our Kennedy work will also focus on Vietnam. PRP sees specific opportunity in both thematic work and chronological work because subject-matter lessons are appealing to public audiences and chronological work is particularly valuable to the academy.

Analysis

During PRP's first dozen years, we published transcripts with richly detailed scene-setters and footnotes. To expedite the process, we amended our annotative approach to focus on identifying individuals referenced in the conversations, rather than explaining in detail the many background historical developments related to the transcripts. This change allows us to offer our own analyses in narrative form as part of books and essays, rather than as footnotes or in extended scene-setters introducing the transcripts. PRP is now embarking on an effort to publish scholarly studies associated with each forthcoming transcript volume. These will take the form of research notes (5,000–10,000 words), digital shorts (10,000–25,000 words), and book manuscripts (75,000–150,000 words). This decision reflects a desire not only to make the recordings and transcripts more readily and rapidly available, but also to interpret their meaning more effectively for wider audiences.

Outreach

Our recordings program continues to explore collaborative projects with filmmakers, radio producers, and educators to share the Center's work more widely. Over the past several years, partnerships with Florentine Films and Steve Atlas Productions have exposed national and international audiences to our work through the Ken Burns–Lynn Novick documentary *The Vietnam War* and Public Radio International's *LBJ's War* (400,000 downloads). We will continue to take advantage of such film opportunities, which reach credible public audiences built over time by sound organizations. The Center offers them valuable, unique material and they offer us outreach, which creates great partnerships.

Collaborating with the Miller Center communications team, PRP has embarked on a project to reconfigure PRP on the Miller Center website. We will continue to enhance the page navigation and optimize our scrolling transcripts for multiple platforms, including mobile, to facilitate their wider use. By utilizing our own communications expertise, we intend to remain aware of media consumption trends and track usage metrics on our website to prioritize staff time investment in technology initiatives.

Accessibility and funding

Currently, the Center's most comprehensive transcriptions are accessible behind the *Presidential Recordings Digital Edition (PRDE—Virginia)* paywall, which we'd like to remove. Free access would make our work available to more scholars, members of the media, filmmakers, authors, educators, and students. It would also enable us to integrate PRDE more directly into the Miller Center web presence and align the platform with Miller Center branding. A key audience is educators, who could create an auditory experience in the classroom, magnifying the crucial details of American history in secondary schools across the United States. An endowment of \$1,000,000 would allow the entire archive to be freely accessible; this would provide \$50,000 each year to cover costs associated with maintenance of the PRDE platform as well as revenue lost from potential sales of site licenses.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING
PRESIDENTIAL RECORDINGS PROGRAM PRIORITIES:

- Over the five years: both chronological and thematic release of materials
- Over the five years: identification of unique material for educational and funding purposes, which support outreach activities
- Over the five years: pursuing at least two partnerships, e.g., in films, educational opportunities, or radio
- Over the first three years: data-driven technology enhancements to efficiently reach broad audiences
- Over the five years: financial sustainability, for example by endowing the program, and paywall accessibility to build access to and appreciation for materials.

AMERICAN PRESIDENT

The American President section of the website provides a unique contribution to public civic education for millions of American students. The main priority of the American President section of our website is to continue to educate students and the public, fulfilling the Center's mission to reach the public and the University's mission to educate the Commonwealth and beyond. We fulfill this priority by maintaining scholarly essays about the U.S. presidents with accessible content for students and the general public. We also provide additional materials related to each president, including fast facts, presidential speeches, and public presentations.

Maintaining web traffic to American President is a priority as well. In 2019, American President traffic grew to 9.8 million page views and accounted for 80 percent of the total traffic to the Miller Center website. We want to continue to meet the needs of our users so that American President grows its web traffic numbers over the next five years.

In the coming five years, the Center will need to consider issues along two tracks: Information architecture (IA) and content. As we consider our website's design to support information architecture, we use a metrics-based approach to monitor site traffic and learn where users are going, how long they stay on each page, and if they leave the site from any given page. By monitoring user activity, we can learn which parts of the site are most useful for users and which seem to be falling short of meeting their needs. We can then use iterative design to make changes to the site to improve user experience.

Strategically, we will endeavor to decide whether to maintain the site with its existing content or grow it, adding new content. This decision will be tied to the Center's broader priorities as well as staffing and content costs. We might also consider working with a content partner if we prioritize resources for such a partnership. These decisions relate to the Center's outreach efforts and the question of whether American President is an appropriate vehicle to try to introduce Miller Center programmatic content to a larger audience.

*IN 2019, AMERICAN PRESIDENT ACCOUNTED FOR
80 PERCENT
OF THE TOTAL TRAFFIC TO THE MILLER CENTER WEBSITE*

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING DELIVERABLES FOR AMERICAN PRESIDENT PRIORITIES:

- During the first three years: a metrics-based approach to inform website design updates (IA)
- During the first two years: use Miller Center strategy to drive content decisions
- Over the five years: implement the strategic direction we determine for IA and site content

FACULTY AND PRACTITIONER SENIOR FELLOW APPOINTMENTS

Beyond our full-time faculty, the Miller Center is home to a range of scholars and experts drawn from across the University of Virginia, and beyond. In Fiscal Year 2019, the Miller Center refined its processes for appointing faculty, chairs, and senior fellows to positions at the Center. David Leblang, who holds an endowed professorship at the Center, oversaw this work, collaborating with internal stakeholders, the provost's office, and other relevant University faculty and staff. The result is a documented, transparent set of practices for each type of appointment. Highlights include the following:

- Committees for each kind of appointment and reappointment
- Timelines for each kind of appointment and reappointment
- Roles for each appointment: committee members, committee chairs, faculty coordinator, authority for appointment
- Clear distinctions between faculty senior fellows and practitioner senior fellows; as one example, the practitioners are paid as independent contractors through UVA's procurement office
- Broad calls for nominations for senior fellowships
- Notification to the Governing Council of new appointments
- Documentation that final decision-making authority for each appointment rests with the director and CEO, following a recommendation by the relevant committee
- A new role for oversight of joint faculty and senior fellows, first held by David Leblang.

In the coming five years, we may identify opportunities to continue honing these new practices to make them more seamless and transparent.

Faculty senior fellows

Affiliated faculty have become increasingly important to the Center over the past five years because they broaden the scholarly topics of our work, link the Center to other parts of the University, give us access to practitioners and policy makers for public impact, and enrich our media visibility. The full-time faculty remain the core of the Center, focused on the study of the presidency. But it is unrealistic to rely on our full-time scholars to participate in a program every week, consistently write op-eds and book chapters, and also engage with partners. By utilizing faculty senior fellows from across the University, we have the opportunity to link the presidency to wide-ranging issues of democracy and to support other units.

Practitioner senior fellows

Practitioner senior fellows contribute significantly to the Center's public outreach mission. They enable the Center to broaden its geographic and topical reach, connect with policy makers, and enhance its understanding of experiences at the highest level of government. Practitioner senior fellows, with a breadth of political and policy-making experiences, give the Center more exposure to impactful topics and the ability to take those ideas to the public and funders. By engaging with practitioner senior fellows, we add insights from White House alumni and journalists who add different perspectives.

Appointment goals

Over the next five years, the affiliated faculty will remain important to the Center. Our distinguished professorships, such as the James R. Schlesinger, C. K. Yen, and Wilson Newman, designed to give the Center access to eminent scholars who will contribute to our mission. The Schlesinger professorship has sufficient funds—and has been approved by the provost—to host two professors at once. This is an excellent opportunity to demonstrate our investment in diverse perspectives, for example, by appointing one conservative and one liberal in the same timeframe. Faculty senior fellows are particularly appealing as well. These courtesy appointments do not carry direct costs categorized as salary. Instead, those individuals enhance our events and public engagement with the Center's administrative and marketing support. The faculty senior fellows are an easy category to grow without significantly increasing our associated costs.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING APPOINTMENT PRIORITIES:

- Over the five years: maintaining and expanding transparent and consistent appointment practices.
- Over the next five years: recognizing and utilizing affiliate relationships to their full potential by using fellows for public programs and media and maximizing use of chair funds.

COLLABORATING ACROSS UVA

Our collaboration with the rest of the University is anchored in the College's Democracy Initiative and our work with our affiliated faculty. The Miller Center will support the various democracy labs, continuing to hone our role as the public-impact platform for democracy-related engagement at the University. Through public programming and affiliated appointments, we have the opportunity to tap into the knowledge base of collaborators across Grounds on topics ranging from current policy debates to public service opportunities. The University has identified the Democracy Initiative and the Institute of Democracy as tools to align disparate units. We are committed to recognizing these synergies and also leading the effort in collaboration, by identifying funding sources and also designing what will best benefit the University of Virginia while making sure the Miller Center thrives.

Democracy Initiative

FIVE-YEAR PLANS AND GOALS

The College and Graduate School of Arts & Sciences, in collaboration with schools across the University of Virginia (UVA) and with the support of the Miller Center of Public Affairs, is committed to leading the way in sustaining, enriching, and realizing democracy's promise. We are doing this through the cross-University Democracy Initiative. With Thomas Jefferson as its founder, UVA enjoys a special connection to the project of democracy because Jefferson led the creation of a new university meant to train leaders committed to democracy. As the Democracy Initiative examines the history and philosophy of democracy, as well as its contemporary challenges, the Initiative also helps us acknowledge that the University must grapple with its own

contradictions of fundamental democratic principles, specifically its embarrassment of racial prejudice with a founding that relied on slave labor. That challenging legacy creates both responsibility and commitment to seek democracy.

The Democracy Initiative is powered by the alignment of research, teaching and engagement in public affairs, animated by the work of faculty, staff, and students, and informed by engagement with key stakeholders. The Miller Center's focus on the U.S. presidency and public outreach are two components that can support that platform, as follows:

DEMOCRACY-FOCUSED RESEARCH

- The Core Lab: focusing on the philosophy and principles of democracy. This lab will help shape the work of the time-limited, rotating labs. Currently four rotating labs are underway (the two inaugural labs—Religion, Race and Democracy, and CLEAR (Corruption Lab on Ethics, Accountability, and the Rule of Law), as well as two newly named labs—Democratic Statecraft and Deliberative Media). As the first two labs phase out in 2020 and 2021, there will be a call for new proposals.
- The Democracy Initiative will launch additional avenues for research, including University-based interdisciplinary projects, as well as global partnerships. The Equity Center and the Memory Project fall within this area.

TEACHING AND EXPERIENTIAL LEARNING FOCUS

- Labs will produce one forum class over their three-year life span, contributing to the undergraduate curriculum.
- The Initiative will launch a Democracy Student Advisory Council in August of 2020, with a cohort of 20 students who will advise on the goals and objectives of the Initiative, provide advice on student focused engagement and independently plan two student-facing public events.

MULTIMODAL PROGRAM OF PUBLIC AFFAIRS AND ENGAGEMENT

- The Presidential Ideas Festival was the first biennial World Democracy Forum, drawing national and international figures and serving as a launching pad for new proposals. We hope to establish this as a recurring successful event.

- We will curate speaker and events series for a range of audiences, including a 2020 conference that marks the 100th anniversary of the 19th Amendment and deepens scholarship and proposals to advance the role of women in democracy.
- We will establish a communications plan to share new ideas and translate scholarly work to lay audiences (policy makers, practitioners, business leaders) for impact.

Both faculty and students benefit from public debate and expansive engagement, which the Democracy Initiative is committed to enabling. It will do so via three mechanisms: (1) robust communications and public-impact support, (2) a digital democracy “journal,” and (3) a civic health hub. The Miller Center will be essential in building capacity to collect and select “policy-ready” faculty and ideas, then connect them to those who can help make a difference. Specifically, the Center can serve as a resource to support lab events, including lab launch events, and take lab research to the media and engaged public. The Center’s existing communications infrastructure enables distribution of policy-ready ideas and ideals. And the Center’s existing programming staff can handle logistics from speaker travel and catering to venue booking. Rather than re-create these resources from scratch, the Miller Center can deploy existing know-how to benefit the Democracy Initiative.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING DELIVERABLES FOR THE CENTER'S COLLABORATION PRIORITIES:

- Over the first three years, identify opportunities to integrate the Center with the University to take advantage of synergies, including at least two joint public programs with various UVA partners per semester, and by helping to design the Institute of Democracy
- Over the five years, supporting the Democracy Initiative's strategic goals including
 - Launching additional avenues for research
 - Executing on Lab design, including supporting a minimum of four live labs at any given time which include meaningful engagement with students
 - Outreach including speaker and event series, a communications plan, and a digital democracy journal

COMMUNICATIONS AND ENGAGEMENT

Because the Miller Center is poised to lead analysis, dialogue, and outreach for both the Center and University, our communications and marketing team is essential in getting scholarship to the public. We do this through Miller Center events, but also have the ability to touch constituents beyond those who can attend Miller Center programs in person, by sharing our unique content through numerous multimedia channels, benefitting the greater Commonwealth and beyond.

The Miller Center has invested purposefully in communications infrastructure since 2015 to strengthen the public impact of the institution. The Center conducts essential conversations and produces cutting-edge research; thus, we've taken on the task of ensuring that scholars, media, policy makers, and the engaged public learn about these important outputs. From revamping the Center's website and focusing on social media to expanding the expertise of the staff, we holistically reviewed and improved the outreach potential of the Center since 2015. Building on that success, we plan to strategically prioritize new projects through 2025. We will focus on four areas: supporting the University's Honor the Future capital campaign, building a public-impact platform for the University, raising visibility of the Miller Center and its scholars, and expanding the reach of the Center's programming.

One strength the Center has developed in recent years is its in-house video team. We utilize our own expertise and equipment to broadcast weekly programs, conferences, special offsite events, and oral history interviews, livestreaming a majority of our programming to expand the Center's audience more than threefold beyond those seated in a room. Our team also edits highlights for promotion via digital media and on the Center website. Capabilities extend to creating short-form documentaries and forming partnerships to develop feature-length documentary films. We plan to maintain, support, and develop the expertise of this in-house team because the members are a cost-effective and efficient way for the Center to create impactful products.

STRENGTHEN THE
PUBLIC IMPACT
OF THE INSTITUTION

OVERALL, THE COMMUNICATIONS TEAM HAS FOUR PRIMARY INITIATIVES IN THE COMING FIVE YEARS:

Boost impact of development initiatives and the capital campaign

The Center will participate meaningfully in UVA's Honor the Future campaign by building its endowment, through annual support, and via special initiatives. The communications team can support this essential work through efforts such as:

- Integrating Miller Center email marketing efforts with central advancement tools and donor databases. Integration with the Advance system will pull the Center into the UA reporting system more fully, making more data available to the Center and supporting UA's priorities.
- Growing the Miller Center's email marketing list subscriber base. We have proven email to be the best way to communicate with our existing donor and event participant base, and will nurture and grow this list.
- Adapting Miller Center print collateral products (e.g., *Illumination*, biannual solicitations) to meet new development goals. We will support the Honor the Future design guidelines and remain flexible with other UA recommendations to be a good partner to University Advancement.
- Build an online development kit for use during donor visits. Interactive tools can be edited quickly, are infinitely transportable, and require no printing expense. For these reasons, we'd like to support the advancement team in creating and maintaining dynamic development materials.

The impact goal of our development initiatives would be to attract new local and national donors across the country who don't know the Miller Center, plus steward and incentivize existing donors to increase their gifts.

Expand reach of Miller Center programming

The Center produces scrupulously designed public programs on a weekly basis in the Forum Room, several multiday conferences each year that attract national thought leaders, and high-impact special events at venues on Grounds and in large cities to draw broad audiences. The communications team helps drive attendance and viewership for these events and then promotes essential content afterward to extend their reach. Specific considerations in this arena include:

- Boost outreach to local community interest groups. By targeting local groups based on interests, we believe we can grow an informed attendance base.
- Program selected marquee events for donors and influencers in key cities. Collaboration with University Advancement will help target individuals and cities.
- Upgrade video equipment to 4K to improve broadcast quality. By modernizing our equipment, we will upgrade to current broadcast industry standards. This requires \$130,000 match of Perry Foundation Inc grant, awarded July 2019.
- Renovate Forum Room staging/livery to emphasize Miller Center branding. Currently, Miller Center branding is only visible on a single screen. As we recognize the importance of still photography and video in promoting our content digitally, we know that both the University's and the Center's branding should be more prominent. This would be a one-time expense of approximately \$80,000.
- Expand social media outreach and investigate potential new social media platforms on a metrics-driven trial basis.
- Produce one documentary every two years. To do so in collaboration with a production partner, we estimate the time of 1.5–3 full-time employees.
- Establish a web advertising budget to develop consistent brand awareness, if budget allows. We feel confident we could build awareness for the Center, its scholars, and specific areas of scholarship.

The impact goals of the above items include attracting new donors across the country who don't know the Miller Center; diversifying local in-person audiences across age, ethnicity, and socioeconomic status; increasing awareness of the Center among journalists and engaged citizens; and stewardship of existing donors/audiences.

To expand the reach of our programming, we must also plan for the infrastructure requirements that support digital distribution of our content. In fiscal years 2021–23, we will budget for infrastructure investment to cover IT requirements and a website redesign to maintain our leadership in this space.

Raise Miller Center and scholar visibility

The faculty and senior fellows are the essence of the Miller Center because they produce the work that makes the Center great, from cutting-edge scholarship to public outreach. We must invest in them because of the value of these assets. We propose considering:

- Additional op-ed training opportunities. We have successfully coached scholars to understand what makes an op-ed most appealing to be published, which increases exposure of the faculty member, the Center, and the ideas. We'd like to extend this offer to any scholar or fellow interested in the service.
- Offer new media training and event-moderation training opportunities. Scholars and fellows were particularly receptive to our training session in Winter 2018. As we add to the faculty, we would like to continue offering this.
- Subscribe to Muck Rack media database to target email pitches to national journalists and TV producers by specialty beat/interest area. For \$5,000 per year, we can have access to more specific information that will allow us to target journalists more successfully.
- Support private First Year-style policy maker engagements for elite audiences, designed by advancement and the programming team. Miller Center scholars would most likely moderate these programs, featuring current and former practitioners from the Miller Center's White House alumni network.
- Consider a subscription to MediaQuant analytics service, if funding permits. The system favorably compares Miller Center earned media impact to peer think tanks and institutions, which we believe helps validate the work of the Center to journalists and potential funders. Expenditure would be \$24,000 for one year.

The impact of the above would be to demonstrate Miller Center agenda-setting and debate-shaping capabilities; attract new donors across the country who don't know the Miller Center; reinforce existing donors by increasing the prestige of the Miller Center brand; and attract and retain leading presidential scholars.

Build a public-impact platform for UVA

The services the communications team provides to the Miller Center are broadly applicable across the University. As projects grow out of Democracy Initiative labs, as the Institute of Democracy creates opportunities for public programming, and as cross-Grounds public service initiatives grow, no unit is better suited to publicize them, build an audience, and strengthen enthusiasm for such projects. The Center should plan to be involved in the following ways:

- Lead the planning, organizing, and marketing for future world democracy forums. The entire University recognized the success of the Presidential Ideas Festival in May 2019. We can duplicate the publicity, media interaction, signage, and staging for the University's next iteration of this biennial event.
- Assist the Democracy Initiative communications operation with events and convening that align with Miller Center strategic priorities. The Center is proficient at promoting experts not just to the academy but to public audiences, which is a goal of the Democracy Initiative. The Center, an honest broker genuinely invested in collaborating with all of UVA as it did at PrezFest, can provide that service to units across Grounds. We plan to support the Democracy Initiative with public lab events, community activities, and media-rich events such as podcasting and video feeds.
- Refine the Center's narrative about its audiences. We will further define each audience and how we reach each to advance our impact goals.

The impact of leveraging Miller Center strengths in helping scholars reach a broader public policy audience, convening influential policy maker networks, and promoting civil nonpartisan dialogue will be to enhance the reach and impact of the entire University and grow its reputation as a center for democracy.

As the communications team embarks on these four priorities, a goal will be measuring return on investment. We will monitor incremental expenditures and total expenditures, cut where we can, and track success metrics.

For example, the Muck Rack media subscription can help us boost earned media appearances for our scholars and also increase media attendance at Miller Center events outside of Charlottesville (because we can issue highly targeted invitations). Thus, we might consider the costs of the Muck Rack media subscription in this way:

- 2019 average monthly earned media appearances: 54
- Estimated increase in TV appearances resulting from Muck Rack subscription: 2/month
- Estimated increase in other earned media appearances during Muck Rack subscription: 3/month
- Estimated increase in media attendance at Miller Center events: 80/year
- Estimated net annual earned media increase + media attendance resulting from Muck Rack subscription: 140
- Muck Rack subscription annual cost: \$5,000
- Muck Rack subscription cost per new earned media appearance + media attendance: \$36

Before embarking on a new investment or cutting a project, we will evaluate our best estimate of the financial benefit. Ideally, we will integrate this planning with the advancement team to equate some decisions to projected financial support, not simply exposure to individuals. As the communications team strategically integrates its support of research, we will continue to have more impact. Smart expenditures, such as the targeted advertising buys of PrezFest, will be essential.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING
COMMUNICATIONS DELIVERABLES:

- Over the five years, boost the impact of development initiatives and the capital campaign by integrating technology systems, growing the email subscriber list, and designing online and print materials to support fundraising
- Over the five years, expand reach of Miller Center programming through targeted outreach to our audiences. This includes modernization of our equipment, public events space, and technology infrastructure
- Over the five years, raise Miller Center scholar visibility by offering training and more media opportunities
- Over the five years, begin building the public-impact platform for the University by being a media resource across Grounds and by promoting the world democracy forums.

PUBLIC PROGRAMMING

Public programming is an essential dimension of how the Center's scholars and scholarship engages other thought leaders, policy makers, and the public. Our public programs support presidential studies broadly, the Miller Center faculty's individual research, and our affiliated faculty's areas of expertise. When planning programs, we will continue to consider a range of topics to support our scholarship and exposure to multiple political points of view, maximizing location and time of day for our intended audience.

Increasingly, public programming also supports the wide-ranging study of democracy and serves as part of the public-impact platform for the University, specifically the Democracy Initiative, the Institute of Democracy, and the biennial World Democracy Summits. Executing more events on Grounds and in the Charlottesville area has become a strategic priority because it enables the Center to reach a broader audience, partner with a greater number of units across the University and in the community, and support the interests of our wide-ranging scholars and practitioners.

**TARGETED OUTREACH
TO OUR AUDIENCES.**

Approach

In the immediate term, our public programming, under the banner “Miller Center Presents,” is focused on issues of interest to voters in the November 2020 election cycle. As the presidential election concludes, the Center will offer lessons for a new president’s first year, or for the first year of Donald Trump’s second term. Our presidential studies work and supporting public programs will evolve as we move from the 2020 election cycle into the successive administration. As with our current support of scholars’ work and the Presidency at a Crossroads research agenda, we will consistently tie our public programs to newsworthy events. We have recognized our audience is often most engaged—and largest—when we consider a broad range of topics and bring civil discussion to areas engaged in debate. In the past, this has ranged from Supreme Court appointments to immigration to the health of the economy. By continuing to marry our excellent scholarship with themes of interest, we best meet the mission of the Center.

Our recurring and special events supplement weekly programming. This includes programming such as endowed conferences, distinctive activities to engage students, Friends of the Miller Center programs to excite a new donor base, oral history rollouts, and our contributions to the Tom Tom Founders Festival. Increasingly, the Center is approached by partners to support projects from the Democracy Initiative and the Institute of Democracy. These kinds of collaborations will be progressively more important as the Institute of Democracy evolves.

Presidential Ideas Festival

The Presidential Ideas Festival (PrezFest) was held May 21–23, 2019, in Charlottesville, Virginia, on the Central Grounds of the University of Virginia. It featured 25 events over three days, all of which highlighted conversations that examined the American presidency and the state of democracy, both at home and abroad. Every event was open to the public at no cost and every discussion was civil and constructive and included people from a variety of backgrounds and political viewpoints.

PrezFest brought together prominent names from both political parties, and some not aligned with either party. Notable guests included President Bill Clinton; former Secretary of State Madeleine Albright; former chiefs of staff Andy Card (Bush 43),

Denis McDonough (Obama), and Mack McLarty (Clinton); former National Security Advisor Susan Rice; Bush 43 senior advisor Karl Rove; CBS News’s John Dickerson; and MSNBC’s Chris Matthews.

PrezFest also highlighted the power of collaboration, as the Miller Center partnered with nearly a dozen entities within the University of Virginia, plus organizations and foundations in Charlottesville and throughout Virginia. PrezFest showed the Miller Center faculty and staff at its finest. Dozens of our scholars and practitioner fellows appeared onstage and participated in—or led—the conversations. The staff mastered the details of hosting nearly 2,000 guests in a half-dozen venues. Events were livestreamed and recorded on video, which were watched by thousands more viewers online.

As successor events to PrezFest, we anticipate holding a biennial World Democracy Summit, in partnership with the Democracy Initiative, that will explore major challenges facing democracy in the United States and across the globe. We have begun planning for the next summit to be held in 2021. A biennial schedule will allow for commissioning of research centered on the chosen theme so that each summit features our own best research. As we plan for future events, we will use the lessons and data from prior similar activities to drive our decision making. We can utilize sponsor information, venue and vendor details, and notes from our internal debrief meetings to make sure each subsequent World Democracy Forum is better than this last.

Short-term programming

“Miller Center Presents” will continue to draw inspiration from several sources, including the Center’s core Presidential Studies research agenda, Presidency at a Crossroads. Programming will also support the Democracy Initiative and its various labs.

In the short term, the Center also has a priority of assessing the value of programs to set annual goals for the number and type of public events we host. We set guidelines in 2018 and will return to and refine those with additional insight from partner units, advancement, and communications. Considerations will include the frequency and type of programming that most interests our donor base, our goals for reaching audiences outside of UVA and beyond Charlottesville, and budgetary implications of each.

THE PUBLIC PROGRAMMING UNIT WITHIN THE CENTER HAS A **MULTIDIMENSIONAL ROLE**

Related to this goal, we plan to leave space for the current events. We've recognized that an impeachment, an international diplomacy crisis, or a constitutional predicament can engulf the presidency and the public. We see it as our mission to respond to these moments, but do not want to put undue pressure on faculty and staff. By allocating planning time and availability in our public events calendar to respond to current, topical additions, we can manage the process more wisely. As two examples, we can leave public event slots unscheduled, knowing current events will fill them; and we can set aside planning and editing time for the video team to produce content relevant for our digital audiences.

Finding public programming space on Grounds that is larger than our Forum Room, wired for quality sound and video, and accessible to both students and the public remains difficult. We have a medium-term goal of working with the University to design a media-friendly space in a new facility, and will collaborate with other units to find an interim solution before new buildings are available.

Medium-term programming

The public programming unit within the Center has a multidimensional role: to support milestones in the Presidential Recordings and Presidential Oral History programs, to supplement communications efforts for scholarly releases, to respond to current events, to identify topics meaningful to our donors, and to reach students to make the Center more accessible. We are committed to continuing this role in a flexible manner that's meaningful to the Center and to our University partners.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING PROGRAMMING DELIVERABLES:

- Over the five years: consistent, timely, topical public events that fit our strategic initiatives of convening and reaching the public.
- Over the five years: special events and conferences that reach our scholarly and collaboration goals, including leadership in the planning of two World Democracy Summits in the five years.
- In the first three years, participate in cross-Grounds public events space planning, including access to it, design of it, and expansion of it.
- During the first two years: finalization of an annual plan to designate the types, locations, audiences, and times to reach policy makers, the media and the engaged public.

INVESTING IN PEOPLE

During FY2019, the Center made a great deal of progress creating a more supportive community. We formed a Workplace Culture Committee, wrote and approved organizational values, and actively sought out formal and informal methods for identifying the best parts of the Center to capitalize on them. That work is not done, and we are committed to regarding an inclusive, engaged community as an ongoing process rather than a task that we completed one time.

In spring 2019, the values the Center adopted incorporated a *guiding statement*, which we now include in position descriptions and employment letters to remind all affiliated with the Center that we are each responsible for continually improving the culture of the organization.

MILLER CENTER VALUES GUIDING STATEMENT

The Miller Center is a supportive community, grounded in diverse perspectives. We value scholarly excellence, civil discourse, and respectful conduct.

These values are embraced Center-wide, yet this is an organic document that will continue to be refined. We are committed to revising the values as necessary, facilitating discussions, and publishing updates for all to commit to.

One way we will continue to enhance the Center's environment for faculty and staff is by emphasizing the synergies across the entire Center and also among discrete units. We will do so by establishing effective governance structures connecting scholarship in Presidential Studies, Democracy Studies, and affiliated faculty research with the events, communications, development, and administrative teams.

An element of improving the culture has been aligning job roles and responsibilities and improving internal processes. We continue this work in coming years, in addition to communicating these efforts to key external stakeholders. We are committed to supporting supervisors and organizational leaders in their understanding of our culture change and in developing and improving their own management techniques.

INCLUSIVE, ENGAGED
COMMUNITY

Priorities 2021–25

- Support the Workplace Culture Committee’s goals
 - Develop strategies for how to operationalize the Miller Center values. Make plans for how community members can embody them day-to-day.
 - Continue recruitment to the committee, making it an inclusive group.
 - Strategize what long-term success means for the committee and the organization as a whole.
 - Develop a plan for how the Workplace Culture Committee will function on a more permanent basis.
- Organization-wide
 - Make training available to faculty and staff for personal development, encouraging them to pursue personal growth. Encourage managers to build this into annual goal-setting.
 - Reinforce importance of required respectful workplace commitments annually: Title IX, Respect@, PADHR (Preventing and Addressing Discrimination, Harassment, and Retaliation)
 - Recognize faculty and staff for their contributions: small wins, e.g., in Week Ahead and at staff meetings; by nominating them for personal development opportunities like Cornerstone; and by seeking opportunities to nominate them for UVA awards.
 - Continue to annually review salary and merit increases for equity in responsibilities across the entire organization.
 - Continue to recruit faculty and staff committed to Miller Center values who will meaningfully contribute to the community of the Center.
 - Seek out a range of opportunities to make the Center fun and engaging. This could be a chili cook-off, a mindfulness seminar, or a combination of activities that recognizes no single event will bring joy to every employee.
 - Make sure employees feel safe and are trained to respond in emergencies.
 - Complete the Miller Center’s contribution to UVA’s Inclusive Excellence strategic planning

We strive for faculty and staff to feel connected to one another and to their work. As we mature through 2025, none of the strategic goals exclude our Be Good goal to “Be an engaging place for every employee to work.” Rigor and support can exist simultaneously.

STUDENTS

Students are an important element of the Miller Center community. Because the Center does not grant degrees, we must be proactive in finding meaningful ways to engage students with our work. The Democracy Initiative's efforts will increasingly make the Center more known to students. The other primary way the Center interacts with students is through employment. They work as student employees and interns, which gives them firsthand experience working with our content, interacting with our donors, and understanding how the Center functions. Target groups to continue working include the International Relations Organization, which produces a student podcast called the Global Enquirer; the Virginia Review of Politics; the University Democrats; and the College Republicans. Particularly for high-profile speakers who require more seating than our Forum Room allows, we plan to increasingly host events on Grounds and invite students. That expands our reach in a practical way, by growing the audience rather than creating new programming from scratch.

Student goals 2021–25:

- Leonard Schaeffer Fellows: Expand to ten students by FY21, potentially more by FY2023
- Anselmi Intern: Host one each summer
- Biennial World Democracy Forum internship opportunities, with PrezFest as a model
- Miller Center led class centered around the Democracy Forum

We strive for students to identify with the Center as a place that is meaningful, safe, educational, fun, and connected.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING DELIVERABLES FOR OUR PEOPLE PRIORITIES:

- Over the five years, approaching cultural change as an ongoing process by refining our approach each year
- Over the five years, aligning roles and responsibilities with strategic goals of the Center, and making each transparent
- Over the five years, supporting employees through training and recognition, and by offering fun activities
- During the first three years, focusing our student internship support
- During the first two years, meaningfully contributing to the University's Inclusive Excellence (IE) planning by involving staff and faculty in the IE strategic planning process

GOVERNANCE

Volunteer leadership of the Miller Center has been an essential element of its historical success. A distinguished string of committed individuals built the Center from an idea in the 1970s to a nationally recognized think tank in less than half a century. As the Center matures, it recognizes the essential role volunteer leadership plays in its future. Governing Council members have helped guide and establish our work as preeminent in presidential studies, reinforced and advanced the policy relevance and public nature of our work, and protected the academic freedom, political independence, and integrity of our scholarship. To grow the impact of the volunteer leadership over the next five years, the Council is committed to sound governance by adhering to term limits and recruiting new board members with passion for what the Center does. In the short term, we will further define distinct roles for Council members in particular, inviting them to fulfill specific roles and serve on specific committees in which we have need. As UVA's Honor the Future capital campaign accelerates its public phase, there will be a range of opportunities for Council members to participate as stewards of our unique brand of research, as connectors, and as financial contributors. As from the origins of the Center, we will always rely on volunteers to be thought leaders, guiding strategic direction of the Center, asking critical questions, and overseeing the fiscal health of the institution.

BOARD LEADERSHIP OBJECTIVES

The volunteer leadership is currently composed of two groups: the Miller Center Governing Council, which functions as a fiduciary board, and the Miller Center Foundation Board. The Foundation Board has been realigned to function primarily as an entity to oversee Foundation gifts and manage the Foundation endowment, but no longer manages staff or oversees fundraising. On occasion, ad hoc committees of the Governing Council have formed to enhance the work of the standing committees. In addition, informal volunteer groups have formed to plan events and commissions. A group with increasing presence is Friends of the Miller Center, first founded in 2018.

VOLUNTEER LEADERSHIP
OF THE MILLER CENTER HAS BEEN AN ESSENTIAL ELEMENT OF ITS
HISTORICAL SUCCESS

KEY GOALS FOR ENGAGING VOLUNTEERS INCLUDE THE FOLLOWING:

- Rely on the Governing Council for strategic financial and programmatic oversight.
- Rely on the Foundation Board to include independent members (four of seven total) to provide an independent audit of annual gifts to the Foundation and the Foundation's endowment.
- Capitalize on the energy and ideas of groups like Friends of the Miller Center to attract new people to the Center, grow philanthropic giving, and deepen engagement with the community.

RECRUITMENT AND DUTIES

We wish to deepen and broaden our efforts to involve Governing Council members directly in committee work, aligning their professional expertise and volunteer experience elsewhere with the needs of the Center. We will prioritize the service of key directors on several different committees, and establish an orderly and rigorous plan to prepare for board leadership succession. Specifically, we are seeking directors with experience in policy, fundraising, and the local community. We value diverse perspectives and recognize those with UVA ties can help us strategically manage our relationship with the University.

STRATEGIC OVERSIGHT

The Governing Council is particularly important to the Center because of the range of responsibilities it holds, including approval of endowment disbursements, annual budget approval each spring, active committee participation, and, in collaboration with the University president, the hiring of the Director and CEO. Expertise to manage these important responsibilities factors into recruitment. In recent years, we've begun assessing the broadest definitions of diversity, ranging from geographic region to political party alignment to more traditional measures such as race, ethnicity, gender, and professional background. This breadth of representation will best represent the wide-ranging opportunities of the Center.

As the Center evaluates its space needs in the University's North Grounds master plan and its role in the University-wide Institute of Democracy, the counsel, experience and associations of Governing Council members will be particularly valuable in guiding the Center. The Council was essential in aligning programs and operations with financial stability, not only by providing a mandate, but also by enabling management to acquire the tools to make it happen. That kind of vision—and determination—is helpful and inspirational. And it will be necessary not only for the next five years but for the next 50.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING GOVERNANCE PRIORITIES:

- During the first three years: defining distinct roles for and utilizing the valuable expertise of the Governing Council, Foundation Board, Friends of the Miller Center, and ad hoc committees.
- During the first three years: increasing reliance on the Council for essential committee work.
- Over the five years: careful succession planning of the boards.

The Miller Center achieved a balanced budget for programs and operations in fiscal years 2018 and 2019, and is on track to do the same in Fiscal Year 2020, following several years of deficit. Persistence, hard decisions, and strict oversight helped transition the Center's financial operations. The Governing Council and staff are committed to maintaining a healthy financial position for the Center into the future. Long-term financial stability will require a larger endowment, including endowed chairs in the Presidential Studies, and also in support of our work with UVA's new Institute of Democracy. It also requires a strong Budget and Finance Committee of the Governing Council with a sound commitment to rigorous budgeting, resource management, prudent financial procedures, and strategic oversight aligning the Center's spending budgets against its resources.

BUDGET AND FINANCE

The tables below show the three-year historical sources of our funding and how we have spent them, with averages, to provide context for our financial sustainability goals.

INCOME FOR PROGRAMS/OPERATIONS - FY2017-FY2019				
	FY2017	FY2018	FY2019	AVERAGE
RECURRING				
ENDOWMENT DISTRIBUTION	\$ 3,180,940	\$ 3,207,071	\$ 3,167,924	\$ 3,185,312
% of Total Income	48.4%	47.1%	44.4%	46.6%
UNIVERSITY OF VIRGINIA	\$ 473,945	\$ 288,855	\$ 303,493	\$ 355,431
% of Total Income	7.2%	4.2%	4.3%	5.2%
NON-RECURRING				
ANNUAL FUND	\$ 729,766	\$ 790,116	\$ 677,779	\$ 732,554
% of Total Income	11.1%	11.6%	9.5%	10.7%
UNIVERSITY OF VIRGINIA (SPECIAL PROJECTS)	\$ 361,892	\$ 320,695	\$ 897,136	\$ 526,574
% of Total Income	5.5%	4.7%	12.6%	7.6%
OTHER FUNDRAISING	\$ 1,390,024	\$ 2,002,944	\$ 1,534,801	\$ 1,642,590
% of Total Income	21.2%	29.4%	21.5%	24.0%
TOTAL RECURRING INCOME	\$ 3,654,885	\$ 3,495,926	\$ 3,471,417	\$ 3,540,743
% of Total Income	55.6%	51.3%	48.6%	51.9%
TOTAL NON-RECURRING	\$ 2,481,682	\$ 3,113,755	\$ 3,109,716	\$ 2,901,717
% of Total Income	37.8%	45.7%	43.5%	42.3%
DEFERRED REVENUE, RECOGNIZED	\$ 432,082	\$ 201,732	\$ 559,794	\$ 397,869
% of Total Income	6.6%	3.0%	7.8%	5.8%
TOTAL INCOME	\$ 6,568,648	\$ 6,811,412	\$ 7,140,927	\$ 6,840,329

EXPENSES FOR PROGRAMS/OPERATIONS - FY2017-FY2019				
	FY2017	FY2018	FY2019	AVERAGE
PROGRAMS	\$ 3,789,784	\$ 3,065,166	\$ 3,459,565	\$ 3,438,171
% of Total Expenses	49.3%	46.1%	48.7%	48.0%
OPERATIONS	\$ 3,902,269	\$ 3,582,695	\$ 3,641,867	\$ 3,708,944
% of Total Expenses	50.7%	53.9%	51.3%	52.0%
TOTAL EXPENSES	\$7,692,053	\$6,647,861	\$7,101,432	\$7,147,115
PERSONNEL				
FACULTY	\$ 1,860,209	\$ 2,122,127	\$ 2,176,591	\$ 2,052,976
STAFF	3,306,030	3,438,083	3,274,215	3,339,443
TOTAL PERSONNEL	\$ 5,166,239	\$ 5,560,209	\$5,450,806	\$ 5,392,418
% of Total Expenses	67.2%	83.6%	76.8%	75.9%
NON-PERSONNEL	\$ 2,525,814	\$ 1,087,651	\$1,650,626	\$ 1,754,697
% of Total Expenses	32.8%	16.4%	23.2%	24.1%
TOTAL EXPENSES	\$7,692,053	\$6,647,861	\$7,101,432	\$7,147,115

SUMMARY FOR PROGRAMS/OPERATIONS - FY2017-FY2019				
	FY2017	FY2018	FY2019	AVERAGE
TOTAL INCOME	\$6,568,648	\$6,811,412	\$7,140,927	\$6,840,329
TOTAL EXPENSES	7,692,053	6,647,861	7,101,432	7,147,115
BALANCE	\$(1,123,404)	\$163,552	\$39,495	\$(306,786)

INCOME OBJECTIVES

The Center has traditionally relied on endowment distributions, the Annual Fund, and a significant amount of project-based fundraising, which delivers restricted funds ranging from conferences to research projects. The endowment is the gold standard for our funding model because it provides reliable resources we can budget for annually. Roughly 58% of endowment distributions, and almost all of the Annual Fund donations, are unrestricted and provide the Center with great flexibility in distribution. The other 42% of the endowment must be deployed to support the intentions of the donor (for example, endowed chairs for scholars and for conferences). These restrictions typically are very much in line with the mission of the Center so they are not particularly challenging. Project-based fundraising can be appealing to mission-driven donors who require specific deliverables and have particular areas of interest the Center can fulfill, but can also be limiting because those funds are not flexible to evolve as the priorities of the Center change, nor, in many cases, can they be used for basic operations. Project-based fundraising also has the potential to create the need for “the next big thing” for fundraising, which arguably is less reliable and more volatile.

Based on input from Center management and the Development Committee, we believe unrestricted funding and endowment growth should be the two priorities in coming years, to allow the Center to cover overhead and work on meaningful projects of interest to the scholars, and to be flexible based on current news and policy activities, all in keeping with the mission of the Center. Rather than risk getting stuck in the past, we endeavor to have an adaptable, modern, healthy Center. Unrestricted funds are valuable because they are the most flexible for use. Endowment—defined broadly—growth provides stable income to support scholarship endeavors at the Center and relieves annual fundraising requirements.

UNRESTRICTED FUNDING AND ENDOWMENT GROWTH

Potential income goals (DRAFT)—derived from development section

- If the Center grows its endowment through contributions by \$8M over five years, that will provide annual budget relief of \$400,000 per year
- If annual unrestricted giving grows by 5–10 percent, that enables the Center to fund increasing base costs such as personnel, in addition to considering new marketing and capital projects

Snapshot of expenses

- We forecast faculty and staff expenses to grow annually at 3 percent and assume we will maintain the current level of staffing
- Additional staffing needs include funding the Democracy Initiative codirector, a new chair in Presidential Studies, and (potentially) two new scholars in Presidential Studies to support our oral history and recordings programs (one in each program). Ideally, we would also be able to fund two new administrative support positions
- Additional nonpersonnel needs include investments in special projects, communications, marketing, and University-wide initiatives.

ADDITIONAL PROJECTIONS

Highlights

- Development goal of \$2-3M unrestricted income annually
- Holistically, we will pursue more endowed funds and more unrestricted annual gifts
- Strategically, the Annual Fund will be defined more broadly and we plan to track restricted and unrestricted giving (only)—to correspond directly with *University Advancement standards*
- Endowment growth by \$1M in FY21, \$2M FY22, \$2M FY23, \$5M FY24
- Unrestricted giving to grow by 5 percent annually
- Less reliance on project-based, episodic fundraising

FIVE-YEAR FORECAST					
	FY21	FY22	FY23	FY24	FY25
SOURCES					
Endowment Distribution	\$3,552,000	\$3,683,000	\$3,690,000	\$3,924,000	\$3,981,000
Deferred, Recognized	1,924,000	1,181,000	915,000		
University of Virginia	1,012,000	1,292,000	578,000	1,147,000	555,000
Philanthropic Cash Flow	2,800,000	3,700,000	3,100,000	3,500,000	3,750,000
Deferred, Unrecognized	(774,000)	(748,000)			
SOURCES SUBTOTAL	\$8,514,000	\$9,108,000	\$8,283,000	\$8,571,000	\$8,286,000
University Central Services	\$1,190,000	\$1,190,000	\$1,190,000	\$1,190,000	\$1,190,000
Washington DC Office	250,000	41,000			
SOURCES TOTAL	\$9,954,000	\$10,339,000	\$9,473,000	\$9,761,000	\$9,476,000
EXPENSES					
Personnel	\$6,286,000	\$6,467,000	\$6,520,000	\$6,130,000	\$6,314,000
Non-Personnel	1,836,000	2,243,000	1,463,000	2,086,000	1,571,000
EXPENSES SUBTOTAL	\$8,122,000	\$8,710,000	\$7,983,000	\$8,216,000	\$7,885,000
University Central Services	\$1,391,000	\$1,432,000	\$1,474,000	\$1,515,000	\$1,557,000
Washington DC Office	381,000	157,000			
EXPENSES TOTAL	\$9,894,000	\$10,299,000	\$9,457,000	\$9,731,000	\$9,442,000
BALANCE	\$60,000	\$40,000	\$16,000	\$30,000	\$34,000

ASSUMPTIONS - SOURCES

Endowment Distribution	2.5% escalator, new gifts of \$1M '21, \$2M '22, \$2M '23, \$3M '24
Deferred, Recognized	Democracy Praxis funds, HRClinton Oral History, Carnegie and NHPRC grants
University of Virginia	Declining Obama '21, '22; declining Provost support for DI Co-Director '21, '22, '23; Planning funds for PresFest \$200K '21, '23, '25 Implementation funds for PresFest \$800K '22, '24 Endowment Assessment Fee Rebate, with 2.5% escalator
Philanthropic Cash Flow	Average of \$3.4M/year over five years, amount needed to cover budget Includes unrestricted and restricted funding for use in a given year
Deferred, Unrecognized	Amounts required for fully-funded HRClinton Oral History, assumed to be raised in '21 for use in '22 and in '22 for use in '23
University Central Services	University Budget Office instructions are to assume level funding for five years
Washington DC Office	Sublease Income - through September 2021

ASSUMPTIONS - EXPENSES

Personnel	Full staffing for HRClinton Oral History '21, '22, '23; changing obligation for Democracy Initiative as split moves to 50/50 with College in '24, '25; otherwise level staffing with 3% escalator
Non-Personnel	Full-scale HRClinton Oral History, '21, '22, '23; Carnegie grant '21, '22; Democracy Praxis '21, '22, '23; PresFest '22, '24; 50th Anniversary '25; Trump Oral History to begin '25; otherwise, current level of non-personnel expenses with 2% escalator
University Central Services	University Budget Office instructions are to assume 3.1% - 3.2% increase in Central Services and 4.0% - 5.0% increase in utilities
Washington DC Office	Lease, Taxes, and Operating Costs - through December 2021

CLEAR, RELIABLE AND CONSISTENT **DATA**

ANALYSIS

For the period FY2021-25, we have set a goal to implement additional best practices in our systems to the extent practical for a nonprofit organization of our size. One way to begin this work is by acquiring more data about other nonprofits and think tanks. On the income side, we can research the kinds of funds that thriving nonprofit organizations seek, and how, to help us make a reasoned business argument to our funding sources for the best combination of unrestricted and restricted funds.

In the spirit of learning to improve, our analysis will extend to benchmarking expenses. Are we spending the appropriate amounts on programs v. administrative overhead? Are we allocating the right amount of resources to development and communications, and in the right proportions? As examples, we have historical data about the average per-person charge for catered meals, and we know what percentage of our budget goes to travel and what percentage to events. We would like to consider if that spending is appropriately proportional to our overall expense budget, and what our goals as an institution should be. To better understand this, we will look for standards across the University of Virginia, and when available, at similar organizations elsewhere. These tactical steps can help improve our decision making to support our organization through time.

BOARD OVERSIGHT

Over the past two years, we have updated the way we report some of our financials in an effort to make the Center's accounting more transparent to our Governing Council and other stakeholders. We also hosted an in-depth financial orientation session during the January 2019 Governing Council meeting to define common terms and provide more background than time allows during a standard board meeting report period. Thematically, we increasingly use charts to visually communicate our financial position and to identify trends over time so that stakeholders understand both where the organization has been and where it's headed, which is more valuable than a static snapshot. We will continue to keep the board orientation packet up to date as we add new Governing Council members, and will make the financial sections available to any directors who wish to insert current editions into their January 2019 packets. Stewardship in the budget and finance area requires regular reporting and transparency. The Budget and Finance Committee plans to provide clear, reliable and consistent data with no surprises so the board can perform its fiduciary responsibility.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING
FINANCIAL DELIVERABLES:

- Over the five years: reliable, consistent reporting to the Governing Council and University stakeholders
- Over the five years: enable expense growth at 3 percent annually, in line with income growth focused on unrestricted giving and endowment giving
- During the first three years: research and implement best practices in budgeting

DEVELOPMENT

The development operation must support and grow all the overall strategic goals of the Miller Center; fundraising is the bridge between the mission and the business of the organization. As a unit of the University of Virginia, we have an opportunity to carve out our own comprehensive campaign as part of UVA's \$5 billion Honor the Future campaign. The Miller Center is and will continue to be a vital part of UVA's efforts to be both "great and good," striving to be excellent for the purpose of serving the public and helping prepare citizen leaders in the 21st century. We have a tremendous opportunity to work with the University in this campaign to build the Center's endowment and annual support to ensure continued, sustainable growth. At their January 2020 meeting, the Miller Center Governing Council approved a working goal of \$40 million for the organization. In January 2020, the Center had raised nearly \$20 million toward that goal already. We have an ambitious list of funding opportunities to support our goal of maintaining financial sustainability into the future.

Based on input from Center management and the Budget and Finance Committee, we believe unrestricted funding and endowment growth should be the two priorities in this campaign, to allow the Center to cover overhead and work on meaningful projects of interest to the scholars, and to be flexible based on current news and policy activities, all in keeping with the mission of the Center. Unrestricted funds are valuable because they are the most flexible for use. Endowment—defined broadly—growth provides stable income to support scholarship endeavors at the Center and relieves annual fundraising requirements.

In February 2019, the Miller Center signed a memo of understanding with University Advancement to allow the Center and its leadership to focus on the strategic goals for the Center, while utilizing the existing strengths of UA in ongoing advancement efforts, campaign planning and execution, and supervision of development professionals. This MOU is effective until June 30, 2021 at which time both parties will reassess the terms of the relationship. As of this writing, this collaboration has provided important continuity and resources to the Miller Center as well as collaborative and collegial relationships with development professionals across the University, resulting in new and improved relationships with donors and prospects.

CAMPAIGN PRIORITIES

The Governing Council reviewed a range of funding opportunities at its January 2020 meeting. The priorities below are an outline of aspirations and needs moving forward. Together these sum to far more than the current campaign goal, but the objective for this list is to have a wide range of opportunities to discuss with potential donors.

MILLER CENTER CAMPAIGN PRIORITIES			
	NUMBER AVAILABLE	EACH	TOTAL
PRESIDENTIAL STUDIES			
Bicentennial Professorships	2	\$ 2,000,000	\$ 4,000,000
Oral Histories: Obama, Trump, HRC (1&2)	3	5,000,000	15,000,000
Presidential Documentaries	3	1,000,000	3,000,000
Presidential Recordings (JFK, LBJ, RMN)		1,000,000	1,000,000
PRESIDENTIAL STUDIES TOTAL			\$ 23,000,000
DEMOCRACY INITIATIVE PROGRAMMING			
Bicentennial Professorship, Director of DI	1	\$ 2,000,000	\$ 2,000,000
Democracy Initiative Programming		2,000,000	2,000,000
DEMOCRACY INITIATIVE TOTAL			\$ 4,000,000
ENGAGEMENT			
World Democracy Summit	3	\$ 1,000,000	\$ 3,000,000
ENGAGEMENT TOTAL			\$ 3,000,000
ANNUAL FUND			
Annual Fund	6	\$ 750,000	\$ 4,500,000
ANNUAL FUND TOTAL			\$ 4,500,000
TOTAL FUNDING OPPORTUNITIES			\$ 34,500,000

PROJECTIONS

- Development goal of \$3–5M annually, with a goal of averaging \$4M in philanthropic commitments on an ongoing basis beyond this campaign.
- Strategically, the Annual Fund will be defined more broadly and we hope to classify/track restricted and unrestricted giving.
- Endowment growth by \$1M in FY21, \$2M FY22, \$2M FY23, \$3M FY24; these are goals and may not be exact in a given year, but overall goal is to add \$7 million to the endowment by FY 2025 while increasing current operating support on an annual basis as well to reduce our reliance on project-based fundraising and allow for more nimble response to current events. Adding \$8M to the endowment will add roughly \$400,000 to the operating budget.

FUNDRAISING STRATEGIES

Principal and major gifts

We have re-established prospect portfolios for the Miller Center's two fundraisers. Given that the team went through a great deal of transition, some ground was lost with some high-level prospects, but we believe we can revive some relationships and develop new ones. While there will certainly be some solicitations for special projects, emphasis will be on unrestricted funds and gifts to fundamental resources such as Presidential Studies and programming.

Planned gifts

The Miller Center is known throughout the area for its unique and thought-provoking public offerings. We have many retirees who are ardent supporters and reliable visitors to the Center nearly every week. Many of those who attend give to the Center in some way and are prime suspects for planned giving. The Miller Center development team is working on a list of our most loyal donors and event attendees to share with our liaison in Gift Planning. We are prioritizing the list and will visit as many as possible to qualify them.

DEVELOPMENT GOAL OF
\$3–5M
ANNUALLY

Unrestricted giving

The Miller Center Annual Fund is an important piece of funding at the Center, as are funds restricted to major priorities and functions such as Presidential Studies and public programs. The Center needs approximately \$2–3 million annually in unrestricted funds to balance the budget, so gifts of this nature must be a prominent piece of the campaign. We will track our number of donors annually and work to increase our overall donor pool through the course of the campaign through robust multichannel (print, email, social media) solicitations.

Communications

The development and communications teams must be strong, high-functioning partners to achieve our goals. To that end, our teams are working together on a comprehensive spring mail and web campaign to enhance our Annual Fund efforts. We have also established new elements of *Illumination* to highlight donors and giving to the Miller Center, and revamped how we recognize annual donors.

Special events

Programming is part of every week at the Miller Center. The programming, events, and A/V teams handle the bulk of the logistics, while the development team provides specific benefits (reserved seating, occasional lunches) to higher level donors. We will roll out new donor benefits and adjust as necessary. We will also expand event offerings in select cities, primarily in New York City, Washington DC, and Northern California to appeal to and steward our geographically diverse donors.

In addition to our regular events throughout the year, we anticipate several high-level events will create fundraising opportunities:

- 2021—World Democracy Summit
- 2023—World Democracy Summit
- 2025—MC 50th Anniversary/Campaign Finale

BOARD OVERSIGHT

The Development Committee will continue to work with the Miller Center development team to refine messaging, funding opportunities, and review prospects. The chief advancement officer will report to the entire Governing Council on progress to date on a regular basis.

IN SUMMARY, WE WILL ASSESS OURSELVES ON THE FOLLOWING ADVANCEMENT PRIORITIES:

- During the first three years: adjust and communicate new donor tiers and benefits
- Over the five years: raise at least \$2-3M annually in cash for fundamental resources to support operations.
- Over the five years: support the Honor the Future campaign by raising \$40M total, including \$8M in endowment funding.

CONCLUSION

As we prepare the Miller Center for its next half-century, it has an opportunity to build on the best of its rich history while capturing the energy of current opportunities at the University and across the nation. Our three distinct organizational priorities remain: (1) our work on the presidency; (2) our broader work with the University on public policy and democracy issues; and (3) our role in advancing civil discourse through events, conferences, and online dissemination.

The Center is aligned with the University's 2030 Great and Good strategic plan. UVA's Strategic Goal I: Strengthen Our Foundation, which includes recruiting and retaining excellent and diverse faculty and attracting and supporting talented and committed staff. The goal includes systems that enable those people to do their best work and promotion of a culture of respect. UVA's Strategic Goal II: Cultivate Community promotes an inclusive community with consistent values. UVA's Strategic Goal III: Enable Discoveries that Enrich and Improve Lives centers on critical areas of research and shedding light on profound questions. As this plan demonstrates, the Center's work over the next five years will support each of these.

We endeavor to expand the national and international recognition of the Miller Center as the preeminent institution for the study of the American presidency, public policy, and political history. We will do so by supporting our core academic study of the presidency through our Presidential Oral History Program and our Presidential Recordings Program, augmented by engagement with scholars and practitioners across the country.

Our support of the University will be demonstrated by addressing major national and international problems, especially on democracy. The Democracy Initiative and Institute of Democracy provide great opportunities to support both scholarship and public outreach, and we will continue to identify public service programs that fall within the scope of our work. We will contribute to the institutional design and space planning for collaboration on democracy issues.

Promoting engagement through nonpartisan respectful dialogue and public engagement, in alignment with Miller Center and UVA scholarship, will continue to feed our emphasis on public impact. We will continue our public programming, conferences, and University-wide events that make the Center a leader in connecting the engaged public and policy makers to our scholars and fellows. Our media network, online presence, and public scholarship will continue to enable us to reach targeted audiences.

Accomplishing the above requires a sound finances and excellent employees. This includes transparent, consistent budgeting, successful fundraising, and sound governance. Support of, growth of, and strategic utilization of volunteer leadership on the Center's Governing Council will enable us to look for big ideas and new strategic efforts. A priority will be working within the University system to best benefit the Center and operate as the public-facing unit of UVA. We will be the most successful as a supportive community in which faculty and staff feel respected and appreciated for their diverse contributions.

THE MILLER CENTER,
A PUBLIC-FACING UNIT
OF UVA